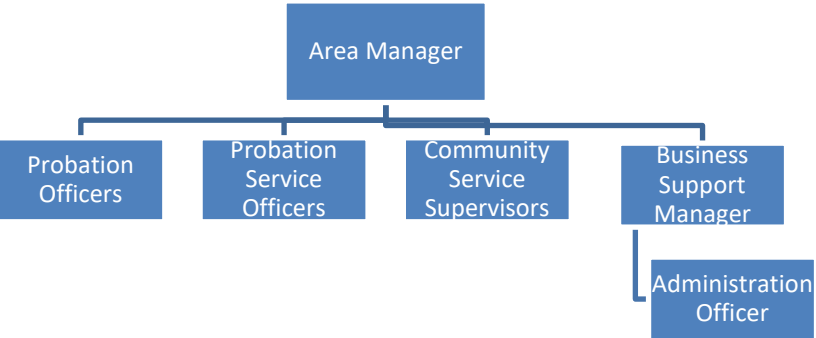


## JOB DESCRIPTION

### Area Manager

<b>Job Reference</b>	AM/05/26	<b>JD Date</b>	04/2024
<b>Pay Band</b>	Band 10 (NJC Scale Points 38 to 42)		
<b>Directorate</b>	Operations		
<b>Reporting to</b>	Assistant Director (Band 13)		
<b>Staff responsibility</b>	<p>An Area Manager can have responsibility for up to 16 staff, depending on the allocated team, to include the following staff mix.</p>  <pre> graph TD     AM[Area Manager] --&gt; PO[Probation Officers]     AM --&gt; PSO[Probation Service Officers]     AM --&gt; CSS[Community Service Supervisors]     AM --&gt; BSM[Business Support Manager]     BSM --&gt; AO[Administration Officer]         </pre>		
<b>Hours</b>	<p>Full time – 37 hours per week Monday to Friday (148 hours over a 4-week period)</p> <p>Hybrid Working may be available dependant on business need.</p> <p>Area Managers may be asked to participate in a shared management rota involving evening / weekend or bank holiday working. This is to ensure that the provision of a comprehensive and responsive service to the community and staff can be achieved.</p>		
<b>Location</b>	A number of vacancies are available across various locations in Northern Ireland.		
<b>Contract</b>	Permanent		

### Main Purpose of Post

To provide operational leadership across probation services, with clear accountability for the safe, effective and consistent delivery of services. The Area Manager holds responsibility for ensuring appropriate management oversight of cases and statutory reports, and the leadership and development of teams to meet statutory responsibilities, organisational priorities and PBNI values.

## Main Duties

PBNI Operational Area Managers are expected to:

1. Demonstrate responsive and visible leadership and management across their area of responsibility.
2. Ensure adherence to PBNI Practice Standards and policies and procedures to ensure the delivery of effective probation practice and a high-quality service.
3. Produce team business plans to ensure delivery of the PBNI corporate and business plan priorities supported by performance monitoring and reporting.
4. Ensure effective planning including the establishment, monitoring, and adjusting of relevant objectives, measures, and Key Performance Indicators (KPIs) within their area of accountability.
5. Be accountable for the day-to-day management of staff, planning and organising the work of their team. Ensuring the effective use of resources to achieve outcomes and delivery of an effective service to PBNI stakeholders and service users.
6. Ensure engagement, supervision, and support for staff to meet organisational objectives, embedding a Trauma Informed Approach and ensuring effective delivery of PBNI Practice Standards.
7. Managing and reviewing individual staff and team performance in accordance with policy and procedures.
8. Promote a positive climate for staff development, and with the Learning and Development Unit, assist in the identification of staff training needs and approve participation of staff training.
9. Maintain professional knowledge and competence by identification of own training and development needs, updating practice and attending relevant training courses, as agreed with the line manager.
10. In conjunction with the Learning and Development Unit, provide social work students with suitable placements.
11. Support recruitment and selection processes as required.
12. Deal with relevant matters relating to staff discipline, grievance, and capability in accordance with PBNI policies and procedures.

13. Carry out a range of duties requiring a breadth of managerial experience including strong people management, communication, judgement, and organisational skills.
14. Ensure the effective use of information technology and by their staff in adherence to PBNI policy and procedures.
15. Be responsible for information governance and good record keeping at individual staff level and across the team. Maintaining systematic records of the work of the team and reporting in line with PBNI's agreed systems.
16. Manage the resources, monitor expenditure, and ensure value for money within their area of responsibility.
17. Monitoring compliance with PBNI policies and procedures relating to Finance, Estates, Human Resources, IT, and Information Management systems.
18. Develop and maintain high standards in and ensure compliance with PBNI health and safety policy and procedures contributing to the achievement of effective practice within PBNI.
19. To maintain the security of premises and equipment within their area of responsibility.
20. Promote good communication within the team and within the wider organisation giving particular attention to developing effective communication with other Area Managers.
21. Ensuring that service users' risks and needs are properly addressed and that the team works collaboratively to make the best possible use of services provided by statutory, community and voluntary organisations.
22. Chair and effectively participate in meetings and seminars, representing the PBNI internally and externally as required.
23. Contribute to the formulation and implementation of PBNI policy.
24. Direct and monitor the implementation of change initiatives within the team.
25. Undertake any other duties appropriate to the scope, responsibility, and level of the post, as required by organisational need. The balance and emphasis of duties may vary over time and between teams in line with operational requirements.

## General

26. Demonstrate through our personal behaviour while in PBNI's employment, PBNI's values of Respect, Integrity, Openness, Accountability and Compassion in delivering our services and through interactions with colleagues, our partners and service users.
27. Support for embedding a trauma Informed approach and compliance with PBNI policies, procedures and codes of practice relating to our work; health and safety; procurement; and equality of opportunity.
28. Undertake the relevant training and development to support effective performance in the post.
29. Undertake all aspects of work respecting confidentiality, ensuring that personal and/or sensitive information under the control or access of the post holder is used, stored, and maintained in accordance with relevant data protection legislation.
30. To apply, where appropriate, the Department of Health Social Work Leadership Framework (Get to know your Social Work Leadership Framework) in providing professional leadership, strengthening management oversight of practice and developing capable, resilient teams across PBNI.

This job description is a broad picture of the post at the date of preparation. It is not an exhaustive list of all possible duties as it is recognised that jobs change and evolve over time.

## Activities

The role holder is required to effectively deliver the following key requirements:

<ul style="list-style-type: none"><li>• Supervise the work of teams and individuals.</li><li>• Manage the performance of teams and individuals.</li><li>• Develop individuals and teams to enhance performance.</li><li>• Carry out, monitor and evaluate performance reviews.</li><li>• Delegate work to others.</li><li>• Work as part of a team.</li><li>• Organise and maintain effective finance controls and costs.</li></ul>	<ul style="list-style-type: none"><li>• Make best use of information technology.</li><li>• Develop and promote effective communication systems.</li><li>• Promote, develop, and monitor quality of service provision within the organisation.</li><li>• Maintain standards of professional practice.</li><li>• Contribute to policy formulation and implementation.</li></ul>
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<ul style="list-style-type: none"> <li>• Deal with matters of disciplinary, grievance, and incapability.</li> <li>• Provide customer service.</li> <li>• Represent PBNI, developing and maintaining networking arrangements with statutory, voluntary and community sectors.</li> <li>• The provision of statistics and other data/information as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the implementation of change plans.</li> <li>• Ensuring maintenance of accurate records.</li> <li>• Maintain standards for security and confidentiality of information.</li> <li>• Contribute to recruitment and selection procedures.</li> <li>• Promote equality, diversity, and Human Rights in working practices.</li> <li>• Ensure compliance with Health and Safety Legislation.</li> </ul>
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Note:

Under PBNI's Voluntary Transfer and Mobility Policy and Procedure, staff, including Area Managers, may expect to change location and/or type of work on average every 3 to 6 years.

This Policy and Procedure has been developed to enable PBNI to ensure that we have the right blend of skills, abilities and experience in teams across the organisation. Our transfer and mobility arrangements can support PBNI meeting our business needs and providing our Area Managers with a varied career with us.

## PERSON SPECIFICATION

Applicants must be capable of undertaking the duties and responsibilities as set out in the Job Description and fulfil the requirements of this Person Specification, which will be assessed through the appointment process. Where experience is required, relevant experience gained within statutory, regulated or comparable environments will be considered.

<b>Job title</b>	<b>Area Manager</b>	<b>Ref</b>	<b>AM/05/26</b>
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<b>FACTOR AND CRITERIA</b>	<b>Essential/ Desirable</b>	<b>Method of Assessment</b>
<b>Qualifications</b>		
Must hold a recognised professional qualification in Social Work.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Pre employment check</li> </ul>
Must have successfully completed the Assessed Year in Employment (AYE).	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Pre employment check</li> </ul>
Must be registered as a Social Worker with the Northern Ireland Social Care Council (NISCC) on part one of the register or are eligible to register prior to appointment.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Pre employment check</li> </ul>
<b>Experience</b>		
Must have a minimum of 4 years' post AYE experience, working with service users with complex needs in two settings, where experience of professional decision making in relation to risk, safeguarding or public protection can be evidenced.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Assessment / Interview</li> </ul>
Evidence of coaching, mentoring, or supporting others to develop professional capability and achieve positive outcomes within a work environment.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Assessment / Interview</li> </ul>

<b>FACTOR AND CRITERIA</b>	<b>Essential/ Desirable</b>	<b>Method of Assessment</b>
Experience of building and sustaining trusting relationships with external stakeholders and / or partners.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Assessment / Interview</li> </ul>
<b>Technical Skills &amp; Knowledge</b>		
Ability to lead a team in complex or high-pressure situations aligned to PBNI' values.	Essential	<ul style="list-style-type: none"> <li>• Assessment / Interview</li> </ul>
Ability to manage caseload pressures, and competing demands while maintaining a trauma-informed approach to service delivery.	Essential	<ul style="list-style-type: none"> <li>• Assessment / Interview</li> </ul>
Excellent communication skills with an ability to engage respectfully and sensitively with individuals.	Essential	<ul style="list-style-type: none"> <li>• Assessment / Interview</li> </ul>
Commitment to inclusive, culturally aware, and values-based practice.	Essential	<ul style="list-style-type: none"> <li>• Assessment / Interview</li> </ul>
<b>Other Requirements</b>		
Access to a mode of transport and business insurance cover to enable you to fulfil the duties of the post.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> <li>• Pre Employment Checks</li> </ul>
Attained a recognised post-qualifying or leadership qualification.	Desirable	<ul style="list-style-type: none"> <li>• Application Form</li> </ul>
<b>Pre Employment Checks</b>		
Declaration of Convictions to be completed at job offer, including Enhanced Access NI Check and Counter Terrorism Check (CTC).	Essential	<ul style="list-style-type: none"> <li>• Conducted if Conditional Offer is made</li> </ul>
Declaration of any issues which may affect your fitness to practice as a Social Worker.	Essential	<ul style="list-style-type: none"> <li>• Application Form</li> </ul>

## PBNI VALUES

PBNI are using Values Based Interviews as part of this recruitment procedure. A Values Based Interview (VBI) give us the chance to learn about you as a person and how your values link to ours in PBNI.

PBNI's values shape how we work; how we support our service users and one another as colleagues; and also how we make decisions. These values are central to our culture and our daily working lives. Demonstrating our values positively, can help us in our journey to become a trauma informed organisation.

If you are shortlisted for interview, we will let you know in advance if we intend to assess any of the values below. This reflects our commitment to openness and fairness, ensuring you have a clear understanding of what to expect and how your values, behaviours, and experience will be considered during the selection process.

In the table below, we have set out some indicators of positive and negative indicators of behaviour in line with our values. We hope this will help you as you consider a role in PBNI.

Value	Positive Indicators (What Good Looks Like)	Negative Indicators (What Causes Concern)
Respect	<ul style="list-style-type: none"> <li>• Treats all individuals with dignity, fairness, and professionalism.</li> <li>• Actively listens and seeks to understand diverse perspectives.</li> <li>• Demonstrates cultural awareness and anti-discriminatory practice.</li> <li>• Use calm, non-judgmental communication during conflict.</li> <li>• Recognises trauma and adapts approach to individual needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Use dismissive, impatient, or authoritarian language.</li> <li>• Interrupts or talks over others.</li> <li>• Fails to adapt communication to meet needs.</li> <li>• Jumps to conclusions based on stereotypes.</li> <li>• Responds punitively rather than understanding trauma-driven behaviour.</li> </ul>
Openness	<ul style="list-style-type: none"> <li>• Communicate consistently, clearly, and honestly.</li> <li>• Shares information appropriately and in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Withholds or delays sharing important information.</li> <li>• Avoid difficult conversations.</li> <li>• Reacts defensively when challenged.</li> </ul>

Value	Positive Indicators (What Good Looks Like)	Negative Indicators (What Causes Concern)
	<ul style="list-style-type: none"> <li>• Welcomes feedback, questions, and constructive challenge.</li> <li>• Explains decisions transparently and predictably.</li> <li>• Acknowledges uncertainty or mistakes openly.</li> </ul>	<ul style="list-style-type: none"> <li>• Make decisions without consultation when needed.</li> <li>• Leaves staff or partners unclear or uninformed.</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• Owns actions, decisions, and errors without blaming others.</li> <li>• Demonstrates reliable, consistent follow-through.</li> <li>• Ensures accurate, timely case recording and compliance with procedures.</li> <li>• Addresses poor performance fairly and proportionately.</li> <li>• Promotes a learning culture rather than a blame culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Blame others or minimises responsibility.</li> <li>• Conceals, delays, or downplays mistakes.</li> <li>• Inconsistent application of standards.</li> <li>• Avoid performance management.</li> <li>• Prioritises protecting organisational image over public / staff safety.</li> </ul>
Integrity	<ul style="list-style-type: none"> <li>• Acts ethically, honestly, and with strong professional judgement.</li> <li>• Upholds confidentiality and clear professional boundaries.</li> <li>• Make decisions based on evidence, fairness, and values—not convenience.</li> <li>• Demonstrates moral courage in challenging situations.</li> <li>• Treats all people consistently and impartially.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts inconsistently or based on self-interest.</li> <li>• Breaches confidentiality or shares sensitive information inappropriately.</li> <li>• Avoids addressing unethical behaviour.</li> <li>• Based decisions on bias, pressure, or expediency.</li> <li>• Undermines colleagues or partners.</li> </ul>
Compassion	<ul style="list-style-type: none"> <li>• Shows empathy, patience, and emotional awareness.</li> <li>• Responds sensitively to trauma, distress, or vulnerability.</li> <li>• Supports staff wellbeing, recognising stress and burnout.</li> </ul>	<ul style="list-style-type: none"> <li>• Responds coldly or dismissively to staff or service-user distress.</li> <li>• Over-identifies and loses boundaries.</li> <li>• Demonstrates frustration toward vulnerable or traumatised individuals.</li> </ul>

Value	Positive Indicators (What Good Looks Like)	Negative Indicators (What Causes Concern)
	<ul style="list-style-type: none"> <li>• Maintains clear professional boundaries.</li> <li>• Uses strengths-based, person-centred and trauma informed approaches with service users and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• Ignores signs of staff stress, fear, or vicarious trauma.</li> <li>• Uses “compassion” to justify inconsistency or lack of professional standards.</li> </ul>

## Responding to Values based questions

When responding to VBI questions, it is all about sharing real examples of how you have shown these values in action.

You can use the STAR (Situation, Task, Action, Result) model to structure your responses to any interview question or assessment. This can allow you to break down your answer.

You don't have to provide perfect or text book answers. We hope to find out about you from your own experience.

**Thank you for taking the time to read this Job Description and Person Specification**